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Information

Credentialing and Certificated Assignments Committee

Credential Application Workload Report FY 2007-2008

Executive Summary: This agenda item is a status report on the credential processing and related information services workload of the Certification, Assignment and Waivers Division.

Recommended Action: For information only

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Strategic Plan Goal 1:

Promote educational excellence through the preparation and certification of professional educators

- Grant credentials, certificates and permits as set out in regulation and statute

December 2008

Credential Application Workload Report FY 2007-2008

Introduction
This agenda item is a status report on the credential processing and related information services workload of the Certification, Assignment and Waivers (CAW) Division for FY 2007-2008. The information services workload includes responses to telephone, correspondence and email inquiries. The workload totals for FY 2007-2008 include:

- 178,368 Online applications processed in 10 days or less
- 86,601 Direct applications processed at 55 days or less
- 264,969 Total applications processed (paper and online) at an average of 25 days or less
- 48,571 Telephone calls answered
- 50,522 Emails answered
- 3,826 Letters answered

Background
In the summer of 2006, the credential processing workload reached an all time high inventory of 85,000 credentials needing to be processed with the processing time peaking at 215 days. These peaks were the result of increased application workload, difficulty in recruiting and filling vacant positions, an 18-month training program to become a journey-level credential analyst, and the loss of production from redirection of staff to implement a new, highly sophisticated automated system. From summer of 2006 forward, there has been a steady decrease in the backlog of credential applications and a dramatic reduction in the amount of time it takes to process these applications. During 2005, the CAW division put in place the technological infrastructure that would begin to reap efficiencies in processing over the next several years. Also, the use of overtime (OT), temporary help (including both students and retired annuitants) and a temporary loan of staff from the Professional Services Division allowed CAW managers to eliminate the backlog of credential applications and reduce processing times to the mandated levels.

Legislative changes, in addition to automation, provided the impetus for the monumental change in processing timelines between 2005 and current. Below are some of the key changes and effective dates that led to improved credential processing:

- 02/28/05 – Start date for Siebel automated data system
- 02/28/05 – Elimination of printable certificate of clearance
- 07/18/05 – Automation of teacher credentials submitted by institutions of higher education (IHE)
- 12/01/06 – IHE applications submitted online – Pilot: September; Roll Out: December
- 01/01/07 – Mandated renewal applications online
- 06/01/07 – Induction Program sponsors applications available online
- 07/01/07 – Mandated all IHE applications online
- 07/01/07 – Certificates of Clearance mandated online
- 08/01/07 – 30-Day Substitute Permit applications online for IHE/Counties

- 01/01/08 – Change in mandated processing days from 75 days to 50 days

Trend Analysis

In comparing this year's data with FY 2005-2006 and FY 2006-2007, it is important to remember some of the factors discussed earlier, such as the use of OT and temporary help, as they played a key role in the increased production, in particular during FY 2006-2007. The chart below compares the credential processing workload statistics for the last three fiscal years.

Credential Processing Workload			
	FY 05-06	**FY 06-07**	**FY 07-08**
Online Applications	80,641	149,351	178,368
Paper Applications	148,088	149,832	86,601
TOTAL Applications	228,729	299,183	264,969

% of Applications Completed in 10 Days or Less	35%	50%	67%
Highest # of Processing Days/June	176	66	55
Average Processing Days for All Apps.	117	38	25
Overtime $$ Spent on Salaries	$107,377	$195,082	$72,737

Total applications increased by almost 16% between FY 2005-2006 and FY 2007-2008 with an even larger increase in FY 2006-2007. This is the result of the huge inventory of applications needing to be processed from the previous year and the additional OT worked to clear the backlog during FY 2006-2007, almost double the overtime dollars spent from the previous year and almost three times what was spent in FY 2007-2008. More important to note is the steady increase in online applications processed from 35% of total applications in FY 2005-2006 to 67% in FY 2007-2008. Because online applications are processed in 10 days or less, with minimal staff resources, these dramatic increases have a compounding positive effect on the average number of processing days. In FY 2005-2006 the average (weighted) number of processing days for all applications was 117 days. In FY 2007-2008, the average number of processing days for total applications was 25 days, a reduction of 92 days, which is even more remarkable because there was a 16% increase in the overall number of applications completed for the same time period.

In analyzing the credential application workload, it is important to look at the impact of the *Williams Settlement* in relationship to English learner (EL) assignments and the increased number of English learner (EL) authorization applications received to correct any misassignments. This EL workload is almost 42% of the paper applications completed and, therefore, a significant draw on staff resources. For purposes of understanding the total EL workload, it is broken into two categories: full EL authorizations and emergency EL permit

authorizations.   The EL authorization numbers are one-time only applications as these authorizations are valid as long as the prerequisite teaching credential is valid; in contrast, the emergency EL permit authorizations may result in another application should the holder need to request a reissuance of the emergency permit in order to complete requirements for the full EL authorization.

English Learner Credential Workload			
	FY 05-06	**FY 06-07**	**FY 07-08**
EL Authorization	14,056	23,449	27,487
Emergency EL Permit Authorization	2,221	18,578	8,513

The numbers show a trend of increasing applications related to EL authorizations from 14,056 in FY 2005-06 to 27,487 in FY 2007-2008 or an increase of 95%.   Emergency EL permit authorizations show a spike in FY 2006-2007 and still a significant number in FY 2007-2008 for a total of 8,513. The provisions of the *Williams Settlement* started in 2004 and the county offices began a more intensive monitoring of the EL assignments in their school districts starting in the 2005-2006 academic year. The assignment monitoring cycle is four years. It is expected that these numbers should level off and then decline after the end of the 2008-2009 academic year as the county offices monitor the remaining school districts. Although some aspects of these EL authorizations will be automated in the next year, it is premature to estimate the effect on the workload at this time.

The workload statistics comparing the last three fiscal years for telephones, email and correspondence are outlined in the chart below. The drop in telephone calls answered in FY 2006-2007 is a direct result of shifting resources from phones to the more pressing workload of credential processing -- another reason for the increased number of applications cleared that year. Resources were shifted back to phones the following year when available. Email has been fairly consistent over the three years with slightly more in FY 2006-2007, probably in response to more inquiries generated because of delays in processing applications and answering fewer phone calls.   The decline in correspondence is a positive response to the improved service delivery related to application processing and the availability of more information through the CTC website. If we are processing applications in a timely manner, we receive fewer letters and complaints.

Information Services Workload			
	FY 05-06	**FY 06-07**	**FY 07-08**
Telephone	48,286	32,980	48,571
Email	47,948	54,585	50,522
Correspondence	5,325	4,578	3,826

Summary

CAW management continues to look for ways to improve the delivery of services through automation. The goal is to maintain the mandated 50-day processing time frame on applications, eliminate the use of OT and temporary help, improve the accuracy and response time for email and expand the telephone hours. The service delivery improvements will be accomplished by: filling all vacant positions within CAW, automating and improving the timeline and method of training internal staff, implementing the features of the new telephone system once the Siebel upgrade is completed, continuing to provide training and outreach opportunities for our stakeholders, and implementing additional features of the paperless project including moving toward electronic filing for all applications.

Next Steps

The following are some key changes and estimated completion dates that will help CAW achieve the goals listed above:

- 09/12/08 – New telephone system went live
- 01/01/09 – Mandatory online application submission of clear single and multiple subject credentials by Induction Program sponsors
- 02/01/09 – Roll out of the 15 new direct online applications
- 04/01/09 – Mandatory online application submissions of initial 30-Day Substitute Permits
  by school districts and county offices of education
- 05/01/09 – Mandatory online application submission of initial Provisional Intern Permits (PIP) by school districts and county offices of education
- 05/01/09 – Mandatory online application submission of Short-Term Staff Permits (STSP) by school districts and county offices of education
- 07/01/09 – Mandatory online renewals for 30-Day Substitute Permits